

DTR-8668

13 JUN 1973

MEMORANDUM FOR: Executive Secretary, CIA Management Committee

SUBJECT : Management Training in CIA

1. The Board of Visitors, in close coordination with the Office of Training, has been working for many weeks on the development of a course for our middle managers. I am happy to report that, as planned, the pilot running is presently scheduled to be conducted in September. The requirement you levied on us sometime ago will thus be satisfied.

2. The Board, however, does not wish to persuade you that the course will be the answer to the management problems in the Agency as the members view it. Nor would a series of such courses carry the solution. The problem, we conclude, is in identifying and selecting potential managers in the Agency; that is, those people who possess qualities sought in a good manager and who will be the ones trained in management skills. It is a major problem and how we tackle it has been well discussed by the Board. We can start with Fitness Reports and enjoin supervisors and reviewers to comment on a subordinate's potential for managing. Assignment to management positions could carry the caveat that these are trial appointments, to be confirmed only upon demonstrated competence.

3. Atop these possible actions is the pervasive organization-wide consideration as to what the management environment of the Agency actually is. We are concerned that subordinate managers may or may not have the authority and responsibility to act on their own; perhaps they are merely links in the chain of decision-making which is highly centralized. Agreed, the mechanics or tools of management can be taught in an Agency course or outside, but what is important is the climate into which the now-trained employee returns. An environment demanding conformity with the "old style" could well negate the objective of the training. If a change in environment is needed, it must start at the top and be vigorously pursued. Top management must decide what the Agency's management style is to be, must set standards and guidelines for identification and selection of managers to be retrained (or removed).

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4. In sum, the Agency will have a new middle management course under way in September. We, however, do not believe that thereby the management problem in the Agency will have been solved.

5. The Board would be pleased to meet with you at your convenience to detail our conclusions or would be happy to provide further information on any particular point contained in this memorandum.

(Signed) William V. Broe

William V. Broe
Chairman
Training Board of Visitors

cc: Each Member, Training Board of Visitors:

Mr. Harry B. Fisher, Director of Personnel

Mr. [REDACTED], Deputy Chief, Soviet Bloc Division

Mr. [REDACTED] Deputy Chief, Planning Staff, DD/I

Dr. [REDACTED] Deputy Director, Office of Scientific
Intelligence

Mr. Robert S. Wattles, Associate Deputy Director for
Management and Services

Director of Training ✓

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DTR-3811

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Management Training in CIA

1. This memorandum is for your information only.
2. With the Office of Training, the Board of Visitors has been working for many weeks on the development of a middle management training course. We can report that it is now anticipated that the course will be structured and prepared for first offering this fall, probably in September. The requirement placed on us sometime ago, therefore, will be satisfied.
3. The course is being developed in response to guidance from the Board, the experience of appropriate members of the Office of Training, their research in the Government Community and elsewhere on management training courses, and, finally, and, probably most importantly, in response to a survey conducted by a task force composed of representatives of the four Directorates. The task force, both by questionnaire and personal interview, and guidance, suggestions, and advice from approximately 210 Agency people in management positions at various levels.
4. The Board, in its reviews and discussions of the course and its development, returned repeatedly to the conclusion that a course ^{of} ~~of~~ courses of management training is not the answer to the management problem in the Agency, the problem which you have seen and which we all have heard so much about from our own employees in their formal and informal groups, seminars, in the Midcareer Course, etc. The Board recognizes that its responsibility is in the training area, but as senior responsible officers of the Agency we cannot remain silent on what we think is the larger problem.

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5. At the risk of some over-simplification it can be said that management as a function can be looked at as a kind of behavior and as a set of tools. The latter is the simpler matter. Tools of management, including data systems, budgets, goal-setting procedures, and the like, have been invented, re-invented, tried, discarded, and probably are teachable. This a training course can do. It can provide tools or explain them, and even permit practice in their use in simulated management contexts. Management as a form of human behavior is not so simple and it is here we believe the Agency needs to put greater emphasis. Management behavior starts with the desire to be a manager. Does the individual seek and enjoy responsibility? Does he want and find satisfaction in getting things done through other people? Does he have the courage to make decisions? Or, put another way, is he willing to accept the responsibility of making decisions?

6. With the desire to manage must go people skills. Is he able to, and does he, train his subordinates? Can he gain the respect of subordinates who will accept him as a leader? Does he understand and practice the development of subordinates through delegation? Does he fear or enjoy competition? It is our belief that the personality structure necessary to be a good manager is not something that can be taught. Refinement in the techniques of management behavior can be afforded through practice situations developed in training courses but it is our firm belief that the management problem in any organization has its roots in the identification and selection of people for management positions. Formal training will be far more meaningful and productive for the organization when offered to properly identified and selected potential managers. Since there is no foolproof way to identify and select people for management responsibility, the system must provide for rectification of mistakes. If, having trained and placed an individual in a managerial position, experience demonstrates that he cannot perform satisfactorily, the system must provide for his removal from the position without penalty. Otherwise,

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if failure as a manager were to be penalized, there would be great reluctance on the part of many to run the first risk. There is probably a good deal that could be done within our present structure, starting with evaluations in the Fitness Report, of employee potential or apparent potential for management responsibility. This should be a negative as well as a positive evaluation. The supervisor should be equally responsible for identifying those individuals who are particularly qualified as specialists in their discipline who should be advanced and rewarded outside of the management line. Further, the personnel actions appointing employees to management positions should clearly identify these appointments as trial appointments to be confirmed upon demonstrated competence.

7. There is one other pervasive organization-wide consideration. What is the management environment? Are subordinate managers indeed given the authority and responsibility to act on their own and not merely links in a chain of decision-making which is highly centralized? Further, when a manager is provided training in the new tools, whether in an Agency course or outside, will he be permitted to use them when he returns or will the environment around him demand conformity with the old style? The argument here is obvious. There is no point in teaching an old--or a young--dog new tricks if he is not going to be permitted to perform them. If a change in the environment is needed it must start at the top and be vigorously pursued. Top management must decide what the management style is to be, must set standards and guidelines for identification and selection of managers-to-be, retrain those now in management jobs and where that is unsuccessful, remove them, and finally, set the example.

8. In conclusion, by early fall the Agency will have a new middle management training course. ^{WE} ~~Command~~, however, should not believe that thereby the management problem has been solved.

William V. Broe
Chairman

ADMINISTRATIVE - INTERNAL USE ONLY Training Board of Visitors

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cc: Each Member, Training Board of Visitors:
Mr. Harry B. Fisher, Director of Personnel
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Mr. [REDACTED], Deputy Chief, Planning Staff, DD/I
STATINTL Dr. [REDACTED], Deputy Director, Office of Scientific
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Mr. Robert S. Wattles, Associate Deputy Director for
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Mr. Alfonso Rodriguez

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